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The Director of Central Intelligence

Washington, D.C. 20505

National Intelligence Council

NIC #00114-88  
11 January 1988

MEMORANDUM FOR: Director of Central Intelligence

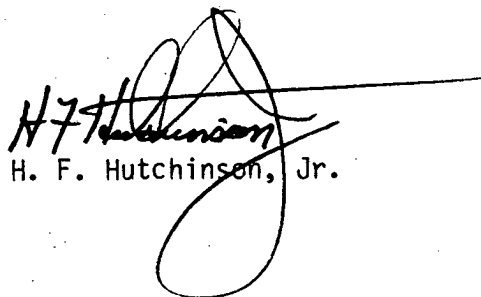
VIA: Deputy Director of Central Intelligence

FROM: H. F. Hutchinson, Jr.  
Acting Chairman

SUBJECT: 1988 Management Goals

1. Attached are the eight goals set for the National Intelligence Council as a whole. The individual National Intelligence Officers have developed related, but more specific, goals for their individual accounts.

2. The goal on page two to "... continue to implement the 30 September 1987 Guidelines for Interagency Intelligence Production ..." is designed to reinforce the objectivity and integrity standards for national intelligence as well as stress the goal of fewer, more concise, more relevant and timely estimates. These were among the points you made in your letter to Frank Carlucci, 31 July 1987, in response to NSDD 266. You also made similar points in your 17 December 1987 letter to Senator Boren which conveyed the Special Counsel's Report on Iran-Contra.

  
H. F. Hutchinson, Jr.

Attachments:

- A. 1988 Management Goals
- B. Ltr from DCI to Frank Carlucci, dtd 31 July 1987
- C. Guidelines for Interagency Intelligence Production, 30 Sep 1987

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AC/NIC:HFH  (11 Jan 88)

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Distribution:

- 1 - DCI
- 1 - DDCI
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- 1 - ER
- 1 - Each NIO
- 1 - O/C/NIC Chrono
- 1 - HFH Chrono

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## **1988 Management Goals for the National Intelligence Council**

The management goals proposed here fall into three categories: better serving the needs of NIC clients; improving NIC production; and enhancing the operation of the Intelligence Community as a whole.

### ***To Better Serve the Needs of NIC Clients***

Do more for the DCI. The National Intelligence Officers are the principal substantive staff officers for the DCI. They are, as a result of selection criteria and daily activity, the best informed in their regional or functional accounts on the full range of collection and analysis issues. Their knowledge must be focused on support to the DCI in addition to the national intelligence estimates.

Improve relationships with policy officials. We must strengthen NIO contacts with the policy community, not only to ensure that the NIOs fully understand US foreign policy but also to help them remain abreast of the evolving intelligence requirements of the policymakers and the best ways to satisfy these requirements. The relationships between the NIOs and the primary intelligence consumers must be expanded and enhanced. A major goal of each NIO will be to maintain direct and frequent contact with senior State, Defense and NSC officials involved in his or her area of responsibility.

Prepare for intelligence support to the new Administration in 1989. This will require that each NIO survey the inventory of intelligence judgments available for transition team tutorials and to support decisions on new policy. This will entail consultation with people outside the Intelligence Community, a review of intelligence research scheduled by DIA and CIA over the next nine months, and decisions on preparing intelligence issue papers where community judgments will not be available.

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*To Improve Interagency Intelligence Production*

Continue to implement the 30 September 1987 Guidelines for Interagency Intelligence Production. Reiteration of those guidelines in the course of daily business over time will be required to change past practices.

Obtain more and better outside review of major estimates. Outside consultants--from elsewhere in government, universities, and research institutions--will be brought into both the planning process and the review of drafts.

Strengthen the estimate-drafting process. To attract good drafters, the NIC will put a greater emphasis on rewarding superior drafts. To improve drafters' skills we will work with the CIA Office of Training and the Defense Intelligence College to see that the techniques of writing estimates are incorporated into existing analytic courses, i.e., how to develop alternative outlooks, how to present disparate views, and how to focus on the needs of policymakers. At the estimate-coordination stage, we plan to work more closely with the Community to make sure that they assign their best people to reviewing drafts and attending coordination meetings.

*To Enhance the Operation of the Intelligence Community*

Recruit NIOs based on stature, experience, and diversity of background. Given the size of CIA and the breadth of experience developed in its service, it is to be expected that it will provide a large percentage of NIOs and assistants. We must avoid overreliance upon CIA officers merely for administrative convenience and we must actively recruit from other agencies and outside the government on occasion; the value of an NIO to the DCI will be enhanced by the experience and stature he or she brings to the job; the ability of the NIO to carry out the DCI assigned responsibilities also depends in part upon these same qualities.

Become more aggressive in identifying intelligence gaps and establishing requirements for collection. This objective will be pursued by establishing closer and more regular contacts with the collection committees and the program managers and by following up to see how well newly-identified requirements are being met.